

Leadership Defined

Leadership is influencing people ----- by
providing purpose, direction, and motivation -----
while operating to accomplish the mission and
improving the organization.

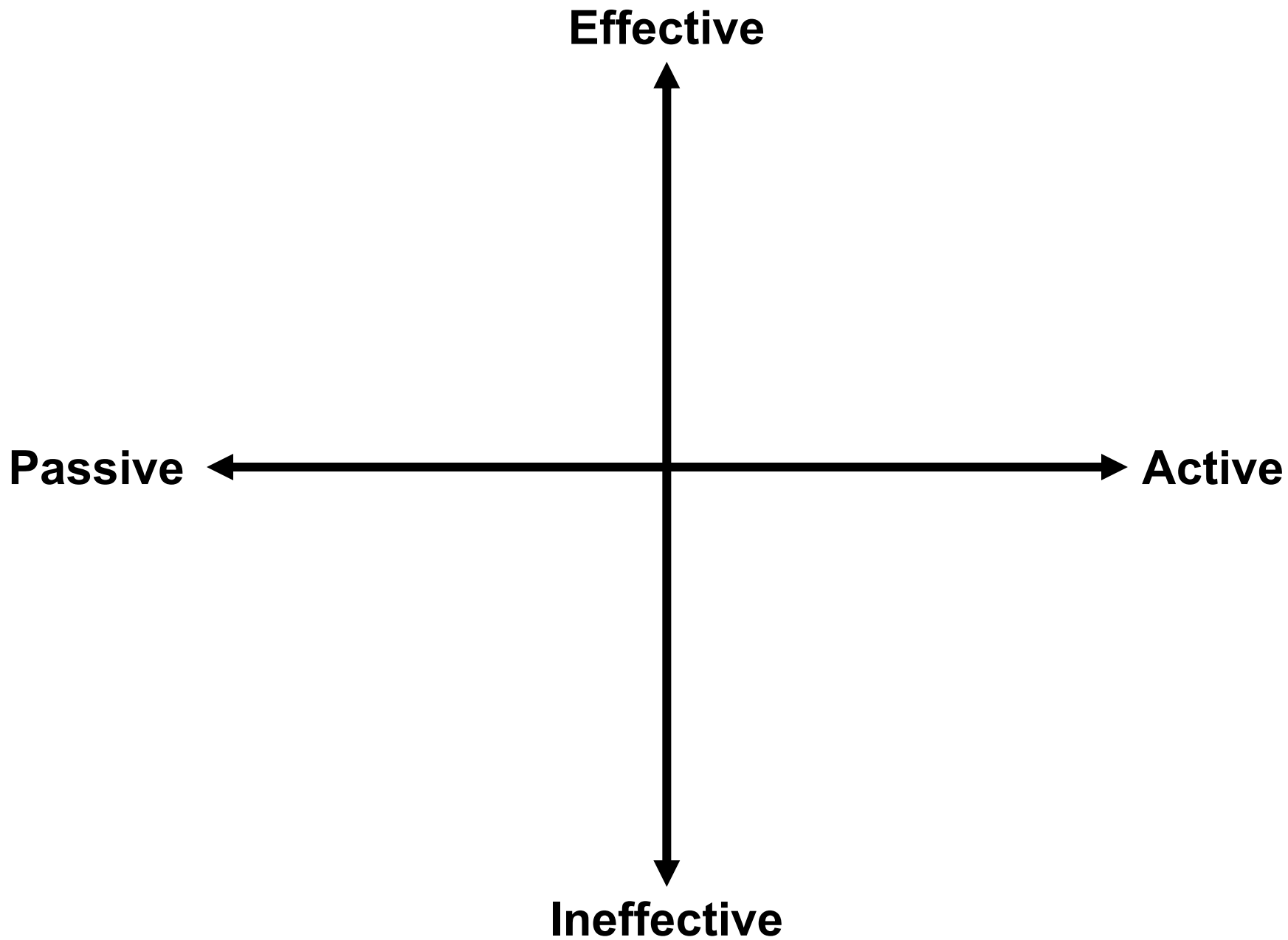
Leadership Defined:

- ...is an observable activity, its not a mystery
- ...can be described and its effects traced back to an activity
- ...involves willing collaboration between leaders and followers
- ...is our relationships with others

Leadership is influencing by providing purpose direction and motivation while operating to complete the mission and improving the organization.

The Full Range Leadership Model





Laissez-Faire

“It doesn’t matter if you do or if you don’t…”



The laissez-faire leader is not really a leader at all! They see the development and performance of their followers as someone else’s responsibility, avoid making decisions, tend to withdraw from the leadership role, and let others do as they please.

Behavioral Indicators of Laissez-Faire

- Avoids making decisions
- Abdicates responsibilities
- Diverts attention from hard choices
- Refuses to take sides in a dispute
- Lets others do as they please
- Shows lack of interest
- Is disorganized in dealing with priorities
- Talks about getting down to work, but...

Passive Management by Exception

“If I happen to see that you didn’t…”



Passive MBE leaders are somewhat laissez-faire and only intervene when something goes wrong and corrective action is needed. They avoid unnecessary change and create an environment that does not support innovation.

Behavioral Indicators of Passive Management by Exception

- Take no action unless a problem arises
- Avoids unnecessary changes
- Enforces corrective action when mistakes are made
- Places energy on maintaining the status quo
- Fixes problems then resumes normal functioning

Active Management by Exception

“I am watching to see if you don’t…”



Active MBE pays very close attention to standards and are on the lookout for mistakes or deviations from what is expected. Like Passive MBE, Active MBE emphasizes the recognition of failure – and then its correction.

Behavioral Indicators of Active Management by Exception

- Arranges to know if something has gone wrong
- Attends mostly to mistakes and deviations
- Remains alert for infractions of the rules
- Teaches followers how to correct mistakes

Contingent Reward

“If you do as we agreed...”



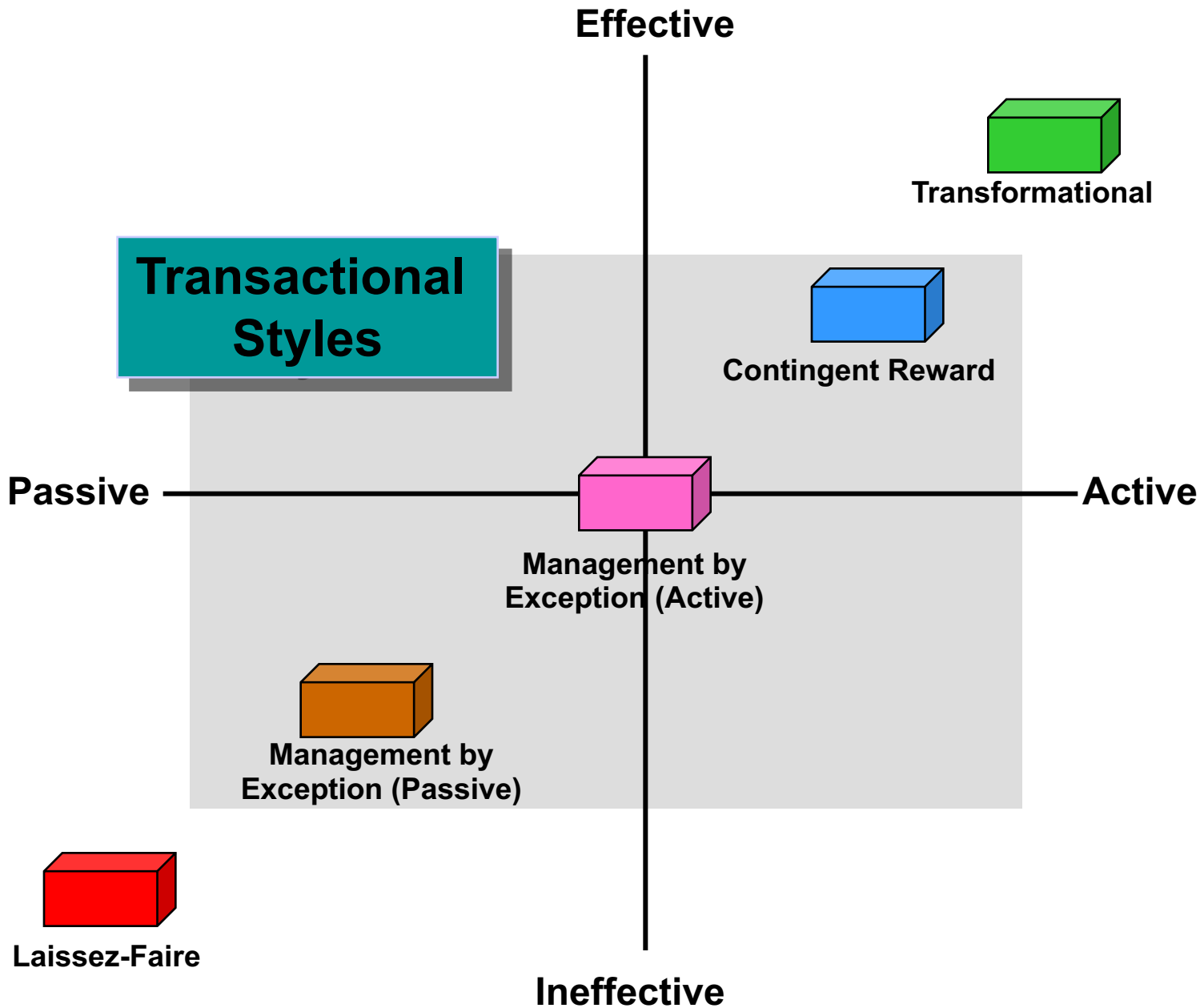
This is classic transactional style leadership. The leader sets clear goals and exchanges rewards and recognition for accomplishments.

Behavioral Indicators of Contingent Reward

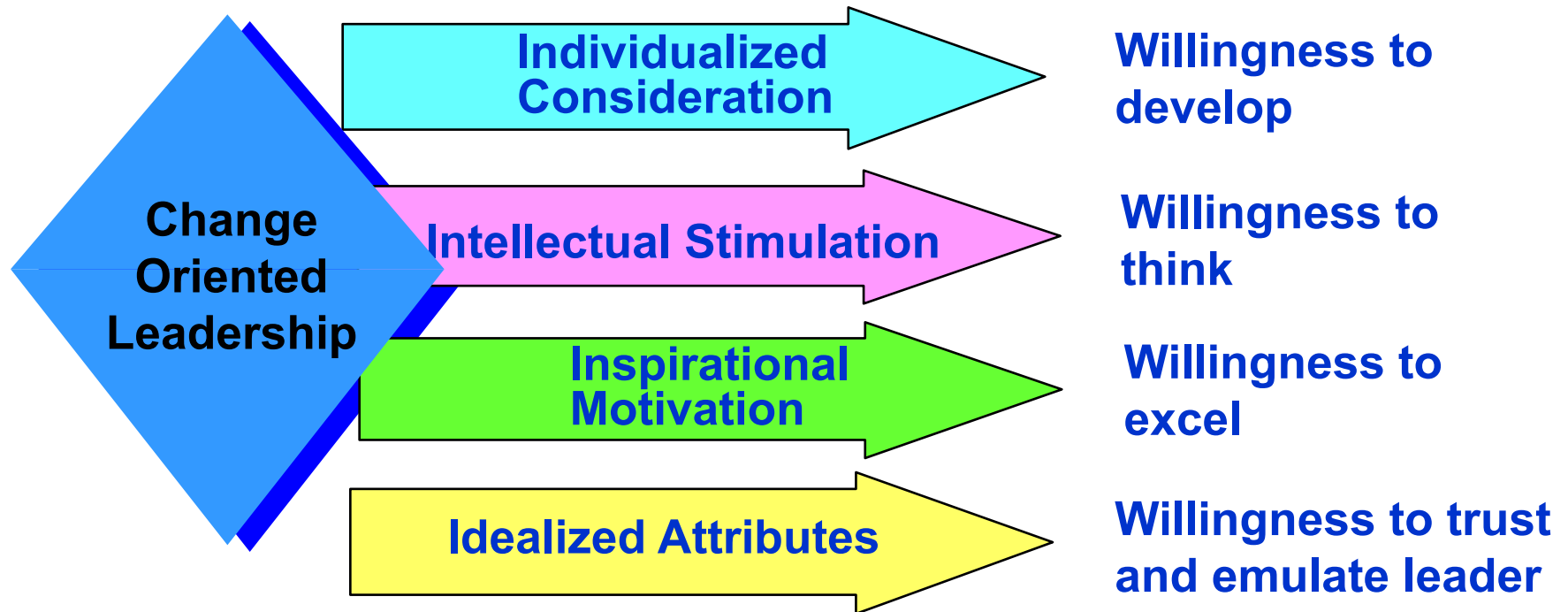
- Provides goals and objectives
- Clarifies contractual arrangements
- Recognizes and rewards achievement
- Followers achieve expected results

Transformational Leadership Occurs...

- ...when leaders generate awareness and acceptance of the mission of the team and organization
- ...when leaders broaden and elevate interests of followers
- ...when leaders stimulate followers to look beyond self-interest to the good of the team and organization
- ...when leaders get followers to put forth extraordinary effort to accomplish the mission or vision



Follower Reactions to Transformational Leadership Behaviors



Individualized Consideration

“I care about your development and you as an individual...”



© Full Range Leadership

The IC leader is caring, empathetic, listens actively and is a strong communicator who provides challenges and opportunities for others. Individualized treatment reflects the leader's ability to diagnose their follower's developmental needs/desires and to design a strategy to elevate those followers to higher levels of potential and performance.

Behavioral Indicators of Individualized Consideration

- Recognizes differences
- Enlarges individual discretion
- Creates strategy for continuous improvement
- Promotes self-development
- Encourages others to take initiative
- Coaches and counsels
- Targets areas to develop and to elevate needs

Intellectual Stimulation

“If you try another…”



© Full Range Leadership

The IS leader encourages their followers to think through issues for themselves and to consider different approaches or angles not previously used to solve problems so that the followers develop their own abilities.

Behavioral Indicators of Intellectual Stimulation

- Re-examines critical assumptions to problems
- Takes past examples and applies to current problems
- Encourages followers not to think like him/her
- Creates a “readiness” for changes in thinking
- Encourages a broad range of interests
- Is willing to put forth or entertain seemingly foolish ideas
- Encourages followers to use divergent perspectives

Inspirational Motivation

“If you try your best…”



IM leaders motivate followers to achieve extraordinary levels of accomplishment both in terms of performance, as well as, their own development through the IM leader's energy, initiative, perseverance, and ability to envision the future.

Behavioral Indicators of Inspirational Motivation

- Helps followers achieve levels of performance beyond what they felt possible
- Demonstrates self-determination and commitment to reaching goals
- Presents an optimistic and attainable view of the future
- Arouses in followers emotional acceptance of challenges
- Creates self-fulfilling prophecies
- Thinks ahead to take advantage of unforeseen opportunities

Idealized Influence

“If you believe this is right, then...”



Idealized Influence represents the highest level of transformational leadership. Followers have total trust in an II leader, emulate the leader's behavior, assume the values the leader portrays, and are favorably disposed to achieving the leader's vision – even if sacrifice is necessary.

Behavioral Indicators of Idealized Influence

- Engenders trust in his/her ability to overcome crisis
- Celebrates followers' achievements
- Becomes a role model
- Demonstrates inner direction
- Sacrifices self-gain for the gain of others
- Creates a sense of joint mission and ownership
- Is willing to share the limelight

